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**THE IMPACT OF LEADERSHIP QUALITY, RELIGIOSITY AND JOB  
SATISFACTION ON INTEGRITY AMONG ROYAL MALAYSIAN POLICE  
- A CASE STUDY ON JIPS**

**BY  
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**Thesis submitted to Othman Yeop Abdullah Graduate School of Business, Universiti  
Utara Malaysia,  
in Partially of the Requirement for the Master of Human Resource Management**



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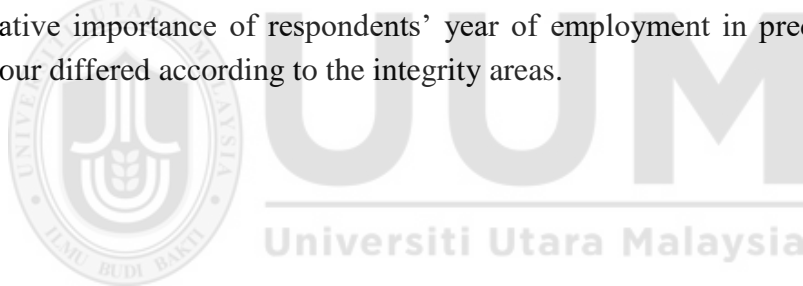
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## ABSTRACT

In the face of a changing society, governments seem to keep doing things the same old way. The belief that government is out of touch with people's needs has undermined the public's trust in government. To reach the high expectations, government should take a proactive approach to tackle integrity problem, by fulfilling the public's hopes and transform the way it does business to meet their hopes. Royal Malaysian Police (RMP) through its Integrity and Compliance Department (JIPS) serve in the interest of the society and follow the principles and good values of a democratic government. This study examined the relationship between leadership quality, religiosity and job satisfaction. 162 survey questionnaires were collected and used for data analysis in this study. Analysis of the quantitative data suggests that the integrity level of JIPS, RMP officers is at high level which propose factors that influenced their integrity behaviour the most are religiosity, job satisfaction and leadership quality. The presence of leadership quality, religiosity and put together with job satisfaction, are significantly associated with their integrity behaviour. The results also suggest that the relative importance of respondents' year of employment in predicting integrity behaviour differed according to the integrity areas.



## ABSTRAK

Tujuan utama kajian ini adalah untuk mengenal pasti tahap integriti pegawai-pegawai di Jabatan Integriti dan Pematuhan (JIPS) PDRM, dan faktor-faktor utama yang mempengaruhi tahap integriti mereka. Objektif lain dalam kajian ini termasuklah mengkaji hubungan antara faktor-faktor tersebut dengan tahap integriti, dan mengenal pasti faktor demografi yang boleh mempengaruhi tahap integriti mereka. Data diperoleh melalui kajian terhadap 162 responden. Analisis data kuantitatif mencadangkan bahawa tahap integriti pegawai-pegawai JIPS, PDRM adalah di tahap biasa dengan menyarankan religiositi, prestasi kerja, dan kualiti kepimpinan sebagai faktor utama yang mempengaruhi tahap integriti mereka. Kehadiran faktor kualiti kepimpinan, religiositi, prestasi kerja, dan pelan transformasi mempunyai hubungan yang signifikan dengan tahap integriti mereka. Hasil kajian juga mencadangkan tempoh perkhidmatan responden sebagai faktor yang membezakan tahap integriti di antara domain-domain integriti. Kajian ini dapat membuktikan tahap integriti pegawai PDRM secara keseluruhan, dan hubungannya antara kualiti kepimpinan, religiositi dan kepuasan kerja. Sehubungan itu, kajian ini boleh diguna pakai di agensi penguatkuasaan lain dalam mengkaji tahap integriti pegawai-pegawai bukan penguatkuasa.



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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

The purpose of this study is to investigate the impact of leadership quality, religiosity and job satisfaction on integrity among Royal Malaysian Police – a case on The Integrity and Compliance Department (JIPS).

This chapter comprises of the background of the study, problem statement, research questions and research objectives of the study, significance of the study, scope of the study, operational definition variables and organization of the study.

#### **1.2 Background of Study**

This study attempts to examine the relationship between integrity behaviour, leadership quality, job satisfaction and religiosity among Royal Malaysian Police (RMP), in particular The Compliance Department (JIPS).

Police officers are the “first responders” of the criminal justice system. They are responsible for enforcing laws, protecting the public from dangers, and ensuring that citizens’ rights are upheld. However, with these duties comes an opportunity for corrupt, deviant, or inappropriate behaviors to take place. Klockars, (1999) mentioned that policing is a highly discretionary, coercive activity that routinely takes place in private settings, out of the sight of supervisors and witnesses and is thus an occupation

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